



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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ROBERT A. DAVIS
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May 12, 2011

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: Wendy L. Watanabe 
Auditor-Controller

SUBJECT: **FUTURO INFANTIL HISPANO FOSTER FAMILY AGENCY CONTRACT
REVIEW – A DEPARTMENT OF CHILDREN AND FAMILY SERVICES
PROVIDER**

We have completed a contract compliance review of Futuro Infantil Hispano Foster Family Agency (Futuro or Agency), a Department of Children and Family Services (DCFS) provider. The purpose of our review was to determine whether Futuro was providing the services outlined in their Program Statement and the County contract. We completed our review during July 2009 and conducted a follow-up review in October 2010.

DCFS contracts with Futuro, a private non-profit community-based organization to recruit, train and certify foster parents for supervising children DCFS places in foster care. Once the Agency places a child, it is required to monitor the placement until the child is discharged from the program. Futuro oversees 134 certified foster homes in which 290 DCFS children were placed at the time of our review. Futuro is located in the Fifth District. DCFS paid Futuro approximately \$6.2 million during Fiscal Year 2009-10.

Results of Review

The foster children indicated that they enjoyed living with their foster parents and the foster parents indicated that the services they received from Futuro met their expectations. Futuro also appropriately conducted hiring clearances and provided ongoing training for staff working on the County contract. However, Futuro did not

always ensure that the foster homes complied with the County contract and California Department of Social Services (CDSS) Title 22 regulations. For example:

- Two (25%) of the eight foster homes reviewed in 2009 did not adequately secure potentially dangerous items. Specifically, one home did not secure a hedge trimmer and a serrated gardening tool and another home did not adequately secure knives.

During our follow-up review in 2010, all three additional homes reviewed adequately secured potentially dangerous items.

Futuro's attached response indicates that they will provide training to their social workers and foster parents.

- Two (25%) of the eight foster homes reviewed in 2009 did not have a readily available disaster plan and a list of emergency contact numbers as required.

During our follow-up review in 2010, all three additional homes reviewed had a readily available disaster plan and a list of emergency contact numbers.

Futuro's attached response indicates that their social workers verified that foster homes had disaster plans and emergency contact numbers.

- Three (10%) of the 30 case files reviewed in 2009 had Special Incident Reports (SIR) that were sent to DCFS by fax transmittal rather than using the I-Track System. DCFS requires the Agency to submit SIRs using the I-Track System to ensure SIRs are addressed immediately.

During our follow-up review in 2010, the five additional case files reviewed did not have any SIRs to review.

Futuro's attached response indicates that staff in each office will now send SIRs rather than one staff for the entire agency.

- Both (100%) of the supervising social workers reviewed in 2009 exceeded the maximum caseload by six and two cases, respectively. In addition, seven (35%) of Futuro's 20 social workers carried an average of 19 cases during one month reviewed and three social workers carried an average of 17 cases during another month reviewed.

During our follow-up review in 2010, Futuro was complying with the maximum caseload requirements.

Futuro's attached response indicates that they hired additional staff and will monitor to ensure appropriate caseloads.

- One (5%) of the 20 social workers did not possess the required education qualifications during our 2009 review. Subsequent to our review, the Agency obtained an exception from CDSS allowing the employee to work as a social worker.

During our follow up review in 2010, Futuro's social workers all had the required education and work experience.

Futuro's attached response indicates that they will ensure staff have the required education.

Details of our review, along with recommendations for corrective action, are attached.

Review of Report

We discussed our report with Futuro on January 13, 2011. In their attached response, Futuro indicates the actions the Agency has taken to implement our recommendations (Attachment I). We also notified DCFS of the results of our initial and follow-up reviews. In their response (Attachment II), DCFS indicates they will monitor the Agency for compliance with our recommendations.

We thank Futuro management for their cooperation and assistance during our review. Please call me if you have any questions or your staff may contact Don Chadwick at (213) 253-0301.

WLW:JET:DC:AA

Attachments

c: William T Fujioka, Chief Executive Officer
Jackie Contreras, Ph.D, Interim Director, DCFS
Oma Velasco-Rodriguez, Executive Director and Board Chair, Futuro
Lily Olan, Administrator, Futuro
Jean Chen, Community Care Licensing
Public Information Office
Audit Committee

**FOSTER FAMILY AGENCY PROGRAM
FUTURO INFANTIL HISPANO FOSTER FAMILY AGENCY
FISCAL YEAR 2009-10**

BACKGROUND

The Department of Children and Family Services (DCFS) pays Futuro Infantil Hispano Foster Family Agency (Futuro or Agency) a negotiated monthly rate, per child placement, established by the California Department of Social Services' (CDSS) Foster Care Rates Bureau. Based on the child's age, Futuro receives between \$1,430 and \$1,679 per month, per child. DCFS paid Futuro approximately \$6.2 million during Fiscal Year (FY) 2009-10.

PURPOSE/METHODOLOGY

The purpose of our review was to determine whether Futuro was providing the services outlined in their Program Statement and the County contract. We reviewed certified foster parent files, children's case files, personnel files and interviewed Futuro staff. We also visited a number of certified foster homes and interviewed the children and the foster parents. We completed our review during July 2009 and conducted a follow-up review in October 2010.

BILLED SERVICES

Objective

Determine whether Futuro provided program services in accordance with their County contract and CDSS Title 22 regulations.

Verification

We visited eight of the 134 Los Angeles County certified foster homes that Futuro billed DCFS and interviewed ten foster parents and 19 children placed in the eight homes. In addition, we reviewed the case files for 22 foster parents and 30 children and we reviewed the Agency's monitoring activity. During October 2010, we visited three homes and reviewed additional case files for six foster parents and five children.

Results

Futuro did not always comply with the County contract requirements and CDSS Title 22 regulations. For example, Futuro did not ensure that Needs and Services Plans (NSPs) and Quarterly Reports are prepared as required and that Special Incident Reports (SIR) are reported to DCFS using the I-Track System. Specifically, we noted the following:

Foster Home Visitation/Foster Parent Certification

- Two (25%) of the eight foster homes reviewed in 2009 did not adequately secure potentially dangerous items. Specifically, one home did not secure a hedge trimmer and a serrated gardening tool and another home did not adequately secure knives.

During our follow-up review in 2010, all three additional homes reviewed adequately secured potentially dangerous items.

- Two (25%) of the eight foster homes reviewed in 2009 did not have a readily available disaster plan and a list of emergency contact numbers as required.

During our follow-up review in 2010, all three additional homes reviewed had a readily available disaster plan and a list of emergency contact numbers.

Needs and Services Plans and Children's Case Files

- Five (17%) of the 30 NSPs reviewed in 2009 did not indicate the reason for placement as required.

During our follow-up review in 2010, all five additional NSPs reviewed included the reason for placement.

- Two (7%) of the 30 NSPs reviewed in 2009 did not have goals that were measurable, specific and time-limited.

During our follow-up review in 2010, all five additional NSPs reviewed had appropriate goals.

- Four (13%) of the 30 Quarterly Reports reviewed in 2009 did not include details of progress the children made towards their goals as required.

During our follow-up review in 2010, all five additional Quarterly Reports reviewed included details of progress the children made towards their goals.

- Three (10%) of the 30 case files reviewed in 2009 had SIRs that were sent to DCFS by fax transmittal rather than using the I-Track System. DCFS requires the Agency to submit SIRs using the I-Track System to ensure SIRs are addressed immediately.

During our follow-up review in 2010, the five additional case files reviewed did not have any SIRs to review.

Recommendations

Futuro management ensure:

- 1. Staff adequately monitor foster homes to ensure they comply with the County contract and CDSS Title 22 regulations.**
- 2. Foster parents adequately secure items that could pose a potential safety hazard to children.**
- 3. Foster homes have disaster plans and emergency contact numbers readily available.**
- 4. NSPs have all the required information including goals that are measurable, specific and time-limited.**
- 5. Quarterly Reports include details of progress the children made towards their goals.**
- 6. Special Incident Reports are sent to DCFS using the I-Track System.**

CLIENT VERIFICATION

Objective

Determine whether the program participants received the services that Futuro billed to DCFS.

Verification

We interviewed ten foster parents and 19 children placed in eight Futuro certified foster homes to confirm the services the Agency billed to DCFS.

Results

The foster children indicated that they enjoyed living with their foster parents and the foster parents indicated that the services they received from Futuro met their expectations.

Recommendation

None

STAFFING/CASELOAD LEVELS**Objective**

Verify that Futuro social workers' caseloads do not exceed 15 placements and that the supervising social workers do not supervise more than six social workers as required by the County contract and CDSS Title 22 regulations.

Verification

We interviewed Futuro's administrator and reviewed caseload statistics and payroll records for the Agency's social workers.

Results

At the time of our 2009 review, Futuro was not always complying with the maximum caseload requirements. Specifically, the two supervising social workers reviewed exceeded the maximum caseload by six and two cases, respectively. In addition, seven of the Agency's 20 social workers carried an average of 19 cases during one month reviewed and three of the social workers carried an average of 17 cases during another month reviewed.

During our follow-up review in 2010, Futuro was complying with the maximum caseload requirements.

Recommendations**Futuro management:**

- 7. Ensure that social workers and supervisors do not have more cases than allowed by CDSS Title 22 regulations.**
- 8. Hire additional social workers and supervisors if the number of cases exceeds the maximum number allowed.**

STAFFING QUALIFICATIONS**Objective**

Determine whether Futuro's staff possess the education and work experience qualifications required by their County contract and CDSS Title 22 regulations. In addition, determine whether the Agency conducted hiring clearances prior to hiring their staff and provided ongoing training to staff.

Verification

We interviewed Futuro's administrator and reviewed each staff's personnel file for documentation to confirm their education and work experience qualifications, hiring clearances and ongoing training.

Results

At the time of our 2009 review, Futuro's administrator and supervising social workers possessed the required education and work experience and the Agency conducted hiring clearances and provided ongoing training for staff working on the County contract. However, one social worker did not possess the required education qualifications. Subsequent to our review, the Agency obtained an exception from CDSS allowing the employee to work as a social worker.

During our follow-up review in 2010, Futuro's social workers all had the required education and work experience.

Recommendation

- 9. Futuro management ensure that staff working on the County contract possess the education required by CDSS Title 22 regulations.**



FUTURO INFANTIL HISPANO
Foster Family Agency

January 13, 2011

County of Los Angeles
Department of Auditor-Controller
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 525
Los Angeles, California 90012-5427

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

Re: Corrective Action Plan (CAP) to Contract Compliance Review Draft Letter dated 12/21/10.

Futuro Infantil Hispano is in receipt of the draft report created following the contract compliance review, which was conducted by the Auditor-Controller's Contract Monitoring Division for fiscal year 2009-10. We would like to thank the Auditor-Controller's Office and their staff, Brian Henricks and Maricela Morfin for working collaboratively with our staff during the program view of our foster care program.

Futuro Infantil Hispano Foster Family Agency has reviewed the above referenced report and submits the following CAP.

CORRECTIVE ACTION PLAN (CAP)

Recommendation #1

It is recommended that FIH's management ensure staff adequately monitors foster homes to ensure they comply with the County contract and CDSS Title 22 regulations.

Corrective Action Plan:

FIH's management staff will provide FFA social workers and certified foster parents specialized training on the County contract and CDSS Title 22 regulations effective immediately and ongoing to ensure staff adequately monitors fosters homes to ensure they comply with County contract and CDSS Title 22 regulations. This training will be provided effective immediately and ongoing as needed for new staff and foster parents to insure continued adherence to the requirements and regulations. Compliance will be monitored during weekly supervision between FIH management and agency social workers as well as home visits by FFA social workers to certified foster homes. FFA social workers conduct Quality Assurance (QA) home visits to certified foster homes to monitor the certified foster homes with a Quality Assurance (QA) Regulation and Compliance Checklist that ensures compliance with the County contract and CDSS Title 22 regulations.



FUTURO INFANTIL HISPANO
Foster Family Agency

Recommendation #2

It is recommended that FIH's management ensure foster parents adequately secure items that could pose a potential safety hazard to children.

Corrective Action Plan:

FIH's management staff will ensure all FFA social workers and certified foster parents receive specialized training on CDSS Title 22 regulations to ensure foster parents adequately secure items that could pose a potential safety hazard to children. All FFA social workers will then continue to conduct QA visits and complete a Regulation and Compliance Checklist to ensure compliance with the County contract and CDSS Title 22 regulations to ensure that disinfectants, cleaning solution, poisons, knives, and other items which could pose a danger if readily available to clients, shall be stored where inaccessible to clients, preferably locked..

Recommendation #3

It is recommended that FIH's management ensure foster homes have disaster plans and emergency contact numbers readily available.

Corrective Action Plan:

FIH management has ensured all FIH social workers verify certified foster homes have disaster plans and emergency contact numbers readily available and that the same is done with all certified foster parents effective immediately and ongoing.

Recommendation #4

It is recommended that FIH's management ensure NSPs have all the required information including goals that are measurable, specific and time-limited.

Corrective Action Plan:

FIH management will provide training to social workers on NSPs to ensure NSPs have all the required information including goals that are measurable, specific and time-limited. Effective immediately and ongoing, FIH management will review all NSPs to ensure NSPs have all the required information including goals that are measurable, specific and time-limited.

Recommendation #5

It is recommended that FIH's management ensure Quarterly Reports include details of progress the children made towards their goals.

Corrective Action Plan:

FIH management will provide training to social workers to ensure Quarterly Reports include details of progress the children made towards their goals. Effective immediately and ongoing, FIH management will review all Quarterly Reports to ensure Quarterly Reports include details of progress the children made towards their goals.

Recommendation #6

It is recommended that FIH's management ensure Special Incident Reports (SIRs) are sent to DCFS using the 1-Track system.



FUTURO INFANTIL HISPANO
Foster Family Agency

Corrective Action Plan:

FIII management ensures Special Incident Reports (SIRs) continue to be sent to DCFS using the I-Track system by centralizing the task to designated management staff persons in each office instead of just one for the entire agency.

Recommendation #7

It is recommended that Futuro management ensure that social workers and supervisors do not have more cases than allowed by CDSS Title 22 regulations.

Corrective Action Plan:

Futuro management has ensured that social workers and supervisors do not have more cases than allowed by CDSS Title 22 regulations and effective immediately and ongoing Futuro management will review caseloads at management team meetings to ensure that social workers and supervisors do not have more cases than allowed by CDSS Title 22 regulations.

Recommendation #8

It is recommended that Futuro management hire additional social workers and supervisors if the number of cases exceeds the maximum number allowed.

Corrective Action Plan:

Futuro management hired the additional social workers needed and will hire additional social workers and supervisors if the number of cases exceeds the maximum number allowed. Futuro management will continue to advertise, interview, hire and train more staff as needed.

Recommendation #9

It is recommended that Futuro management ensure that staff working on the County contract possesses the education required by CDSS Title 22 regulations.

Corrective Action Plan:

Futuro management will ensure that staff working on the County contract possesses the education required by CDSS Title 22 regulations.

A handwritten signature in cursive script, appearing to read 'Lily Olán Gonzalez'.

Lily Olán Gonzalez, MSW
Administrator



ANTONIA JIMÉNEZ
Acting Director

**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, CA 90020

February 23, 2011

TO: Aggie Alonso, Chief Accountant-Auditor
Countywide Contract Monitoring Division

FROM: Elizabeth A. Howard, Section Head
Out-of-Home Care Management Division
Foster Family Agency/Group Home Performance Management

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

**DCFS RESPONSE TO THE AUDITOR CONTROLLER'S CONTRACT REVIEW OF
FUTURO INFANTIL HISPANO FOSTER FAMILY AGENCY**

The Auditor Controller's (A-C) Contract Review of Futuro Infantil Hispano (Futuro) Foster Family Agency was conducted during June/July 2009 and a follow up review in October 2010. The Out-of-Home Care Management Division (OHCMD) received the Auditor-Controller's January 18, 2011 final draft report of the contract compliance review on January 18, 2011.

The A-C's final draft report found no egregious findings which rose to the level of a referral to the Child Protection Hotline. The report, however, noted that during their initial review, there were findings related to two homes visited that had unsecured gardening tools, which were potentially dangerous items and in one home, the knives were not secured. The A-C's report also notes there were findings in the areas of Needs and Services Plans and Quarterly Reports, that social work staff caseloads exceeded the caseload requirements, that one social worker did not possess the required education requirements, and that Special Incident Reports (SIRs) were faxed, rather than reported to DCFS via the Itrack web-based system. During the A-C's follow up review in October 2010, they found that there were no new SIRs for the sample reviewed however, each of their remaining initial findings had been corrected and Futuro has submitted a Corrective Action Plan to address each of the their initial recommendations.

The OHCMD will assess for full implementation of the A-C's recommendations within six months after the issuance of the A-C's final report.

If you have any questions, please contact me at (626) 569-6804.

KR:EAH

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